



DUBUQUE

Masterpiece on the Mississippi

City of Dubuque, Iowa
Application for
IOWA GREAT PLACES

In 2005, the citizens of Dubuque began to ask “What’s next?” As Mayor Roy Buol stated upon his election as Mayor in 2005, “The next five years will define the next 50 for Dubuque.” This application is about the “What’s next” for Dubuque and the State of Iowa. Included in the application is a request for financial and partnership assistance from the State of Iowa to implement the Envision 2010 projects identified by Dubuque’s citizenry. Envision 2010 is:

"Big ideas with broad acceptance that will have a long-term, positive impact on the growth and quality of life of the greater Dubuque community."

Dubuque Envision 2010 Steering Committee

The Envision 2010 projects that make up our puzzle pieces in our Iowa Great Places application. The puzzle pieces include:

- Tri-State Community Health Center
- America’s River Phase II
- Library Renovation
- Performing Arts Center
- Bi-lingual curriculum and hike/bike signage
- Passenger Rail Service
- Warehouse District redevelopment
- Mental Health Substance Abuse Services
- Community-wide Wireless

The following pages describe how each of these puzzle pieces contribute to the seven dimensions of our Great Place called Dubuque, Iowa. Thank you for the opportunity to apply for this funding and for your commitment in reviewing this application.

Part 1 - Introduction

*"I saw the angel in the marble and I carved until I set him free."
Michelangelo*

Dubuque is a Masterpiece. Nestled among the bluffs of the mighty Mississippi River, this rivertown is truly unique. As Iowa's oldest city, Dubuque is a community well known for its natural beauty and, in particular, the historic architecture that makes up much of the downtown and surrounding neighborhoods. This historic city features unique architecture, breath-taking views and entertainment options that lure millions of visitors each year. Dubuque is the seventh largest city in the state and residents enjoy a contemporary city with both Victorian charm and the conveniences of an urban setting.

From pre-archeological mounds to historic vistas along the riverfront bluffs, the area is a profile of classic demographic elements so typical, yet unique, in this exceptional region. The written history begins with Dubuque's namesake, French-Canadian Julien Du Buque, and his friendship with the Mesquakies in the late 1700s. Today, churches offer Cornish suppers, a tradition of lead miner of the early 1800s. The Swiss emigrants of the 1850's gave their name to Swiss Valley just outside Dubuque. Wave after wave of European emigrants crossed the Mississippi by ferry and rail. A few decades ago, Dubuque was a community of many backgrounds, especially the Irish in the south part of town, the German-speaking emigrants in the north and the first settlers, the English, in the middle. Today Dubuque is a thriving city with a population of nearly 62,000 people and a county population of nearly 90,000. The school system has special classes for numerous languages of emigrants from around the world. One church gives services in Spanish. From Bosnian refugees, to Marshall Islander American citizens, to all manner of Hispanic peoples, Dubuquers have welcomed all to participate in community life.

Historically known for leadmining, boat building, and logging, Dubuque is now known for its riverboat excursions, tourism, gambling, and recreation. More than one million tourists visit Dubuque annually to ride the riverboats, learn the history, and see the sights. An exhilarating explosion of cultural events and activities has been nurtured by an active and progressive artistic and cultural community in the Dubuque Tri-State area. Visitors are awed by the incredible architecture of the past complemented by the most recent developments, including the riverfront development and the restored downtown districts. The home to three liberal arts colleges, three seminaries, a monastery, and a number of motherhouses for women religious are a mere beginning. The delightful sounds of spring, summer, fall and winter festivals ring throughout the community. A nationally-ranked drum and bugle corps and a private music school only give a taste of the diverse and talented music groups from the professional symphony to professional blues, country and rock groups who can be heard nearly every week at a club or festival.

Dubuque also offers career and business opportunities in pace with today's technology-driven economy, yet it features a small town's warmth, friendliness and freedom from hassles. Dubuque stands out as growing its employment numbers, while other parts of the Midwest are slowing down. Large multi-national corporations have been in Dubuque for decades and continue to invest here in the people and their work ethic. For example, a major publishing company recently announced a multi-million dollar project near the waterfront. Long-time family-owned businesses are also growing, supported by a community which values family and personal relationships. Dubuque is an exceptional worker's paradise, with unions working hand-in-hand with corporations. Dubuque ranked second in Iowa among major cities for job growth between July 2002 and July 2005. Even though Dubuque County holds only 3% of Iowa's population, it accounted for 9.6% of the new private sector jobs created in the entire state from July 2002 to July 2005.

Our community takes great pride in our slogan, "Masterpiece on the Mississippi" but such was not always the case for Dubuque. This is a story of how we took our stone and carved out a vision for our community -- a vision that has created a city of beauty, culture, economy, diversity and a collective hope for the future knowing that we can make even more happen.

It began in the 1980s, as most visions do, with a need for Change.

In the 1980s Dubuque was a city experiencing difficult times. We were a community with double-digit unemployment, there was an exodus of residents from our community and the State, struggling downtown businesses, disconnected neighborhoods and most of all little hope from our citizens that we could create change. In January 1982 Dubuque's unemployment was 23%. The city had lost 7.8% of its population between 1980 and 1990, had no four-lane connections, had one antiquated analog phone switch, property tax rate had reached \$14.58 per thousand and the average value of a home fell 9%. However, community leaders from the private and public sectors came together in what was the first of four visioning efforts over the past 20 years that helped change Dubuque. These leaders focused on grassroots efforts to address downtown redevelopment and industrial expansion. Out of this was born Dubuque Infuturo (now Dubuque Initiatives), Greater Dubuque Development Corporation (Greater Dubuque) and Dubuque Main Street (DMS). Dubuque Infuturo and Greater Dubuque focused on industrial development and paved the way for the creation of Dubuque's first industrial park on the West end. Despite controversy, this group worked with the City to create Dubuque Industrial Center (DIC), a 142-acre industrial park that ultimately provided for the expansion and recruitment of 17 companies that provide 1,308 jobs. The much newer DIC West now has 104 acres purchased and 576,000 square feet under-roof. The DIC West is already home to 400 employees at 8 businesses and the park continues to grow and add businesses. These current expansions mean that the DIC West will be the new home for at least 150 additional employees. In 2006 alone 12 new development agreements have been negotiated by the city, Greater Dubuque and private industry for expansion into our industrial and technology parks.

Dubuque Main Street became one of the first of six pilot Urban Main Street programs in the country. The mission of this grassroots organization was to aid in the redevelopment of downtown. At the time it was created, downtown Dubuque was experiencing a first floor vacancy rate of over 55%. Today, the story of our revitalization is truly outstanding. New construction in downtown was \$119 million by June 2006, building rehabilitations were over \$77 million, façade renovations were nearing \$6 million, public improvements were over \$35 million, real estate sales neared \$92 million, first floor vacancy rate is 10% and there has been a net gain of 1,923 jobs. Dubuque Main Street is the longest-running Urban Main Street program in the country and our success continues to be a model for other communities.

It began in the 1990s, as visions sometimes do, with an Opportunity.

In 1990s the Dubuque began a new visioning process, called Vision 2000. Over 5,000 area citizens participated in the community planning process in 1991 and 1992. The product, a shared vision statement for the tri-state area, served as a guide to community decision making and long-range planning. The City of Dubuque Comprehensive Plan built on Vision 2000 with policies, goals and objectives for physical, economic and social aspects of the community. The Comprehensive Plan was adopted by the City Council in two phases in 1994 and 1995. Dubuque became the first recipient of the Great American Main Street Award given by the National Main Street Center in 1995. State Legislation allowing riverboat gambling and authorized CATD and Vision Iowa funds. Dubuque, along with Davenport, was the first city in the nation to offer riverboat gaming. At the same time, the city invested over \$6 million in infrastructure improvements and the Dubuque County Historical Society invested over \$3 million in expansion of its River Museum.

It began in 2000, as good visions do, with Partnerships.

Dubuque has always been a special place with a vital creative spirit. The malaise which struck many similar cities in the second half of the 20th Century also managed to seep into the inevitable cracks affecting this community, but forward-thinking community leaders found many ways to turn the city around. The most obvious success story was transforming the old industrial riverfront into a vibrant and exciting area for tourism and conventions. This transformation has inspired further development in the near downtown area, first with the gentrification of major retail areas downtown, and next to bring more shops, cottage industries, and housing alternatives to the century-old stone and brick buildings.

By the end of the 1990's, the River Museum was dreaming of a huge expansion, one that would forever change the riverfront of Dubuque. City leaders envisioned a totally renewed riverfront. The America's River project was born, with a goal of \$25 million. But the Vision Iowa legislation allocated \$200 million for bold ideas across the state. The \$25 Million America's River project, with the help of a \$40 million Vision Iowa grant, became a \$188 million revitalization, one of the most successful in the state.

The America's River project transformed 90 acres of brownfield property at the Port of Dubuque into a destination that captures the historical, environmental, educational and recreational majesty of the Mississippi River. Reclaiming riverfront property for mixed-use development and creating a place where residents and guests could reconnect with the river were the goals of the *America's River* project. It has five anchor components: The Mississippi Riverwalk, the National Mississippi River Museum & Aquarium, the Grand River Center, the Grand Harbor Resort, and the historic Star Brewery complex. The National Mississippi River Museum & Aquarium, a Smithsonian affiliate, showcases river life in five large aquariums, interactive exhibits, a Discovery Wetlands, and a historic steamboat that also is a "boat and breakfast." The museum provides a wide variety of educational experiences for children and adults. The 200-room Grand Harbor Resort is Iowa's first indoor water park. The resort offers stunning views of Dubuque and the Mississippi River.

This renaissance achievement has not gone unnoticed. The city has been the recipient of numerous national awards and recognition including: The Phoenix Award for Brownfield Redevelopment, America's Crown Communities Award, All-Star Community Award, International Downtown Association Economic Development Award, Urban Pioneer Award and recognition of two National Historic Landmarks. Dubuque was also one of the first 8 communities across the United States and the first one in Iowa to be recognized by the White House as a Preserve America community. Dubuque was also recognized by the National Trust for Historic Preservation as one of its Dozen Distinctive Destinations, and by USA Today as one of "10 Great Places to Discover Midwest Charm". Money Magazine recently named Dubuque as having the shortest commute in the U.S., highlighting the livability of this charming river town.

It began in 2005, as Great Visions do, with Community.

In 2005, under the leadership of the Community Foundation of Greater Dubuque, discussion again turned to, "What's next?" As Mayor Roy Buol stated upon his election as Mayor in 2005, "The next five years will define the next 50 for Dubuque." But what did the next five years hold? Sensing the need to engage more young, diverse professionals in civic life it was time for a new vision - one in which the greater Dubuque community could embrace and take ownership. With this in mind, the Community Foundation and the Chamber of Commerce embarked upon our greatest vision effort yet. Over the next nine months, a steering committee met every week to discuss how to engage the community. This committee realized that the public must embrace change for it to be achievable. The Dubuque Racing Association (DRA) realized this as well and agreed to commit funding to make this visioning process happen by helping to fund the Envision 2010 website, printing of the community visioning tool kits and a marketing campaign to reach out to all sectors of the community to engage their input and ideas. The DRA also saw the value that this Envision process would have in creating a roadmap for Dubuque's future and how easily funders could make decisions based upon a plan that was embraced by the community.

The steering committee kicked off the Envision 2010 (Envision: Ten Community Projects by 2010) process with a free community breakfast that was attended by over 480 people from all walks of life. Participants were shown how to run a visioning process and given Visioning Tool Kits that also could be downloaded from the Web site. Community groups worked on their own over the summer and early fall months to submit their 10 best ideas for making Dubuque a special place. For the next several months, citizens came together in a variety of ways from civic groups, to neighborhood associations, to coffee clubs, to discuss their great place. For some, the discussion was about a place that would engage citizens and visitors alike, others a place that would have well-designed infrastructure, still others discussed a place that was unique. But for most it meant a place that has diverse, cultural and economic vitality accessible to all. In total, this process generated over 3,000 ideas submitted by somewhere between

10,000 and 20,000 people.

The Steering Committee had deep trust in the process, which was open and inclusive. It sought applications from the community to serve on a Selection Committee that would take the list of 3,000 ideas and refine it down to 100 ideas. There was an open, anonymous application process to create the Selection Committee. Although Dubuque is relatively homogeneous, every effort was made to achieve diversity on the Selection Committee by age, gender, race, ability, and disability. After the Selection Committee chose 100 ideas, the community came together again to participate in a Town Meeting where 300 volunteers helped others use hand-held voting devices to record their preferred choices and narrow the list to 30 ideas. The Selection Committee then narrowed the list to 10 high-impact ideas for greater Dubuque. In January 2006 the 10 final ideas from Envision 2010 were revealed in a public celebration that drew hundreds of citizens from the Greater Dubuque area!

We defined our Top 10 criteria as: *"Big ideas with broad acceptance that will have a long-term, positive impact on the growth and quality of life of the greater Dubuque community."*

The ideas included expanding the America's River development with four new cultural destinations, bilingual education, community-wide wireless, a community health center, an indoor/outdoor performing arts center, an integrated walking/biking/hiking trail system, library services expansion, mental health and substance abuse services, passenger train service, and warehouse district revitalization. There was good coverage in the local media and in particular in the Dubuque Telegraph Herald, which featured each of the top 10 Envision 2010 ideas in a weekly Sunday series.

Even before the final 10 ideas were chosen, participants wanted to start working on projects. The Steering Committee took advantage of the frequent calls from citizens who wanted to be involved in the implementation of the 10 ideas by connecting them to organizations that would be logical partners for the 10 ideas. These were also organizations that needed board members or volunteers. Today there are over 140 volunteers actively involved on each of the Envision 2010 committees. This was the biggest success of Envision 2010. The Steering Committee has been thrilled because they wanted the process to be one in which citizen felt they could have a voice. It also helped people realize that there are many ways they could be involved in the community using their strengths.

The committees that have formed have begun to develop action plans for each of the 10 ideas and have begun to identify partnerships and resources to make these projects a reality. To date there are nearly 150 residents actively participating on each of the 10 Envision committees. For example, the Community Foundation has helped secure a \$1 million gift and a \$700,000 gift for the community health center. It worked with the Rotary Club on a commitment to volunteer three years to fundraising for the community health center. The passenger train service from Dubuque to Chicago had seemed the most formidable challenge of the 10 ideas, but events have propelled it forward too. The State of Illinois passed legislation increasing funding for Amtrak and made a train to Galena the number one priority. The America's River Phase II Project has made an \$8 million commitment to the City of Dubuque to build its Great Rivers Interpretive and Research Center, has recently received a large grant from DRA and is ready to move into the second half of its capital campaign.

Envision 2010 has been a successful visioning process because the community was ready to decide what will happen in the next five years that will define the next 50 for Dubuque. The community welcomed the open and inclusive process and the 10,000 - 20,000 citizens who participated in this process knew they were part of something big.

"Few Iowa cities were hit harder in the 80s, few have a better outlook now...The Dubuque story might offer lessons for every Iowa city."

Des Moines Register Editorial, December 2002

Part 2 - Our Vision, Our Great Places

"Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world!"

Joel Arthur Barker

TRI-STATE COMMUNITY HEALTH CENTER (The Health Center) – *Build a Community Health Center that would provide high quality affordable medical, dental and preventive care for all, regardless of ability to pay, for those who are uninsured and underinsured. The Center would provide laboratory and X-ray services, patient case management, pharmacy services, translation and transportation assistance.*

Current Successes – The initial board has now transitioned to a permanent board consisting of 51% consumers of The Health Center. Site selection has been completed and construction for the first phase is nearing completion. The Health Center staff has been hired including an Executive Director, Office Manager and a Physician. The board is currently recruiting another physician and dentists. The Health Center has also for a partnership with the Iowa Nebraska Primary Care Association.

Unique Sense of Place – The Health Center is located in a designated Medically Underserved Area. The area where The Health Center is located is known as the Washington Street Neighborhood and is part of the Washington Neighborhood Revitalization Strategy. This area of the city has the lowest per-capita income in Dubuque County and has been targeted for revitalization by the City of Dubuque. The Health Center will be located in a vacated, historic factory building formerly known as Dubuque Casket Company. The building, now known as the Washington Court building, is being redeveloped and restored. In addition to housing The Health Center, Project Concern, a social agency, will occupy the approximate 14,000 sq/ft of the first floor, providing a continuity of services for clients. The remaining floors (2-4) will include 36 affordable housing units. A major portion of the remodeling will restore the historic interior and exterior including exposing brick walls, refinishing maple flooring, and exposed ceilings.

Engaging Experiences - The Health Center will provide access to affordable health care for many low-income individuals in the Dubuque Region. Many minority individuals in the community face language barriers in accessing care. Hispanics and individuals from the Marshall Islands make up at least 40% of the minority population of Dubuque County. Providing primary care to these individuals will make them productive, healthy individuals; thereby reducing health disparities within the community.

Rich, Diverse Social Fabric - Over 50 community organizations were involved in the development of TSCHC. This includes major corporations (i.e. McKesson), city and county departments (City of Dubuque and Dubuque County), social agencies (WIC, Visiting Nurses Association), service organizations (Rotary), neighborhood association (Washington Street), hospitals (Mercy Medical Center and Finley Hospital), colleges (Clarke College), and physician and dentist groups (Medical Associates and the Independent Physician Association). The Health Center board of directors is comprised of 51% consumers of The Health Center services. This includes minorities and low-income individuals. Religious (Sisters of Charity) and social agencies (Dubuque Rescue Mission) are also represented on the board of directors.

Vital, Creative Economy - The Health Center will start off with 16 employees. This includes an executive director, finance director, administrative assistants, a physician, nurse practitioners, nurses, medical assistants, a dentist, dental hygienist, and dental assistants. Values sought in each employee include a mission centered value to help others and to provide dignified and culturally sensitive care.

Pleasing Environment – New and old will be represented in the Washington Court building. Renovations are in keeping with historic preservation standards. Tuck-pointing of the exterior brick, interior exposed ceilings/beams and brick walls, and restored natural maple flooring will be featured in the building.

Modern features include geothermal heating ventilation systems and ADA compliant building entry systems. The entire city block in which the building is located will be completely redeveloped including parking, lighting, and landscaping. The City, in partnership with the Washington Neighborhood Association, is designing and building a neighborhood park and community center adjacent to Washington Court.

Strong Foundation – The Health Center will be located on a city bus service route and is located in the heart of a residential neighborhood, the Washington Street neighborhood. Individuals living in the 36 apartment units in the building will have direct access within the building to the health center. The 36 apartment units will house single parents and elderly. Easy access to health services will be an important aspect to the building complex. The Washington Neighborhood has been a target for recent redevelopment efforts by the city. The Washington Neighborhood Strategy is over a year old and there has been noticeable improvement in the investment in owner-occupied and renovated housing, several neighborhood clean-up programs have helped to maintain the clean appearance of the neighborhood and the neighborhood association grassroots efforts have helped to engage as many as 80 neighbors in neighborhood activities.

Creative Culture – After three failed attempts to acquire federal funding for the center, The Health Center embarked on a local fund-raising plan to develop the center. The Health Center was able to secure a two-year \$1.3 million grant from the State of Iowa to develop a community health center in Dubuque and an additional \$1 million in local private donations and grants. The Health Center is currently working on several major donors and small grants for additional support. In addition, The Health Center has lobbied with Iowa congressional leaders to appropriate funds for The Health Center. Congressman Nussle has appropriated \$300,000 and Senator Harkin appropriated \$3.8 million to the Iowa Nebraska Primary Care Association of which The Health Center will receive a portion in 2007. Both appropriations are pending congressional approval. Most of the work in securing funds for The Health Center has been completed by members of The Health Center Board of Directors. Fund-raising support has been developed through the Community Foundation of Greater Dubuque and the lobbying of congressional leaders has been done through the City of Dubuque. Board members have met with the hospitals, community organizations, physician groups and service organizations to seek funding and support of The Health Center.

The executive director and the board of directors continue to develop collaborative initiatives with community organizations to better serve uninsured and low-income individuals. This includes collaboration with the Visiting Nurses Association to provide case management and referrals to community resources; Mercy Pharmacy to provide affordable medications and access to drug company subsidy programs; area emergency rooms to provide a medical home for individuals who do not have one; and women's shelters to provide referral services for those in need of medical and dental care.

AMERICA'S RIVER PHASE II – *Expand the Mississippi River Museum campus with Rivers of America Museum, large screen theater, children's museum, science center, eco-tours, water taxis and river research center. Restore the Shot Tower, utilize the Brewery, introduce canals and boardwalks with restaurants, shops and recreational activities*

Current Successes – The city of Dubuque and the Dubuque County Historical Society (DCHS) have entered into a 45-year lease agreement for city owned property at the Port of Dubuque. The lease includes a commitment from DCHS to build and \$8 million facility. A \$6.5 million development agreement has been signed between the City and a private developer for restoration of the Star Brewery. The Developer has a signed lease for 12,000 square feet of the space for expansion of a local winery and tasting room. The city has begun restoration of the historic Shot Tower, including tuckpointing, restoration of the interior stairs and an observation tower at the top.

Unique Sense of Place - The National Mississippi River Museum & Aquarium is building a RiverMax Theater and Great Rivers Interpretive and Research Center. This new exhibit facility will be a new

educational venue for Iowa, attracting as many as 216,000 new guests each year. The 3-D digital Rivermax Theater will present a giant screen presentation similar to an IMAX, but specifically created for the Mississippi River and the Rivers of America. The Great Rivers Interpretive and Research Center exhibits will tell the story of the importance of water in our lives and in the future of our planet. It will tell the story of rivers along the Mississippi River and throughout the country and show their impact on our lives, both past and present, and their impact on the future of our ocean. There is no center such as this dedicated to the study of the Mississippi River and the rivers of America. This unique facility will draw upon the expertise of the National Mississippi River Museum & Aquarium to educate and instill river stewardship in the public. While 95% of people believe it is important to preserve our rivers, 65% say they do not know where to start or how to begin. The Great Rivers Interpretive and Research Center and RiverMax Theater can answer those questions.

The Great Rivers Interpretive and Research Center will take historical and scientific research and translate it for public consumption, utilizing history and culture to provide a well-rounded educational presentation. Both attractions will create a sense of awe about our rivers and their importance in our history, our present, and our future.

Engaging Experience - The Museum and Aquarium is already an engaging experience, with 230,000 visitors annually from all fifty states and 70 countries. It was Iowa Tourism Attraction of the Year for 2004. This new RiverMax Theater and Great Rivers Interpretive and Research Center will double the size, scope and impact of the Museum and Aquarium. The 3D theater will have special 4-D effects such as holographic figures and life like environments. It will be a moving portrait of our nation as told through our rivers. The film and the accompanying exhibits will describe the immense watershed of the Mississippi River, as it drains the waters from 31 states. Exhibits and films will create a rich and moving tapestry of the history of the people of our rivers, the story of our rivers today and their role in our country.

Rich, Diverse Social Fabric - The National Mississippi River Museum and Aquarium is a place to gather, to convene and to engage in family interaction. The new RiverMax Theater and Rivers to the Sea Center will be a place for all of that and more – a place for social interaction and cultural connection. The Center will bring scientists and students from around the nation to study the Mississippi River. Visitation from heritage and culture tourists is currently happening with events such as Native American Days and Trapper and Trader Days, and will increase, bringing targeted populations to the banks of the Mississippi River.

The Dubuque County Historical Society is governed by a Board of Directors comprised of local leaders. Input from the public is sought from partners across the state and from national partners such as the Smithsonian. Visitors to the Dubuque County Historical Society properties are predominately female, with most age groups evenly represented. Educational background of visitors surveyed show that most visitors have at least a high school diploma, with the majority having some college or a college degree.

Vital, Creative Economy - The Dubuque County Historical Society offers many different types of employment opportunities which will be expanded with the addition of the RiverMax and Great Rivers Interpretive and Research Center. Research scientists will be affiliated with the center from universities throughout the nation. Similar to our existing affiliates with the University of Dubuque and Iowa State University Extension, interns will be recruited from major universities. The special large format film about the Mississippi River and its journey to the sea will bring more of the creative class to Dubuque.

The hard work of the Dubuque County Historical Society staff brings in over 230,000 visitors each year, a number that will increase by 200,000 more visitors with the addition of the Great Rivers Interpretive and Research Center and the RiverMax Theater. The Society's offerings cater to families, creating a welcoming and exciting venue to bring their children for entertainment as well as learning opportunities. The new additions will create opportunities for new festivals and family nights such as special showings of popular films like *March of the Penguins*.

Pleasing Environment - The National Mississippi River Museum & Aquarium opened in 2003 as a result of a \$188 million waterfront reclamation project that involved the entire City of Dubuque in its efforts—the Museum & Aquarium is referred to as the Crown Jewel of the America's River Project. The RiverMax and Great Rivers Interpretive and Research Center will shine as the next jewel in the crown, continuing to bring the Mississippi River to the attention of local and out of town visitors as a national treasure to be restored and protected as well as performing vital research. Pelicans stop in the harbor to rest during their crossing of the country during spring and fall migrations. Bald eagles perch in the ancient cottonwood overlooking the wetlands while turkey vultures circle overhead. The Museum & Aquarium is involved in preserving two endangered species: the Wyoming Toad and the Higgins Eye Mussel work which will be extended to the Great Rivers Interpretive and Research Center. Over 10,000 glochidia, the mussel's larval stage, were released by the Museum & Aquarium in order to bolster the wild populations of this important freshwater species. Efforts to raise awareness of the quality of Mississippi River water include a storm drain stenciling project that labels storm sewers, "Drains to Creek—Drains to River—Drains to Gulf", highlighting the interconnectedness with the waters that run through Dubuque to the Gulf of Mexico.

Strong Foundation - The Museum & Aquarium is located next to a major highway and is ADA compliant, as will be the new expansion. The expansion will be served by the Trolleys of Dubuque during the Memorial Day-Labor Day season and served by the City of Dubuque Trolley transit system year round.

The planning of the Great Rivers Interpretive and Research Center and the RiverMax Theater is informed by input from the public. The City is dedicating \$298,000 of EDA funds for the roof and this Great Places award will match that. The City of Dubuque has leased an adjacent property to the Society to house the new Center. The former Adams Company building is in need of repair, including its roof. A large format theater will be built as part of this expansion, allowing the residents and visitors of Dubuque to view educational films such as National Geographic's *Forces of Nature* in an exciting venue. The expansion will be built on the strong foundation provided by the Museum & Aquarium which has educated over 780,000 people since it opened in 2003.

Creative Culture - Educators need to be creative in order to engage our targeted populations. How do you get a middle school student excited about science? Why is it important to know about the Mississippi River and how its health is important? These questions are addressed every day at the Museum & Aquarium. Staff is enthused about their work and offer suggestions on refining existing programs or passing on ideas for new projects. Research performed in the Center will be used to create new exhibits and educational programming. The film *Rivers to the Sea* will be a creative force that motivates people to action.

LIBRARY RENOVATION – *Expand city library services by renovating the historic portion of Carnegie Stout Library and establishing a new west-end location. Create space to expand the existing collection, increase computer/Internet resources and offer naturally lit reading areas and a coffee bar. Deepen the community's commitment to literacy for people of all ages.*

Current Successes - During the last year, the Library held 419 programs attended by 15,594 people. Programs range from the intellectual including book and film discussion groups, to educational through participation in weekly computer classes and speakers with expertise on particular topics. Recreational programs are of particular interest with children and there has always been a strong link in the library between fun and reading. Designs for the restoration of the historic Carnegie-Stout Public Library are complete. City Council identified Library renovation as their top priority two years in a row and has dedicated \$1.5 million to date for renovation. The feasibility analysis for the fund drive is completed and showed there was community support of \$2.3 million for the renovation.

A Unique Sense of Place - The Library provides a service to the community; but the Library, as a facility, provides a public space open to all without charge. Residents own the Library and it is also a destination

for recreational, informational and educational use. The Library is also known as a neutral territory where the exchange of information and all points of view are presented and celebrated. A recent survey of citizens reported that 100% of users were either satisfied or very satisfied with the Library. Up to 1,800 people come into the Library every day, including tourists who stop in to see the building which is listed on the National Register of Historic Places. The uniqueness of the library will be celebrated in a book to be published by Berkshire Publishing in the fall of 2006 titled "Heart of the Community: Libraries We Love."

Over the past 25 years circulation has increased 30%, visits to the library have increased 61%, use of materials in the library (not checked out and/or computer use) has increased 297% and inventory has increased 40%. The Library schedules over 900 meetings a year for people to meet, exchange ideas and disseminate information. Such growth has inspired a renovation of the library to create more space for use by the public while at the same time restoring the interior of the library to its original design and magnificence.

The Library is also home to several significant pieces of artwork including one by Iowa Native Grant Wood entitled "The Appraisal". This piece just returned from being on loan to the Smithsonian in Washington, DC.

Engaging Experience - The Library is a destination in downtown Dubuque. Close to a quarter of a million visits are made to the Library each year. Library use includes those using the computer, listening or viewing audio-visual material, attending programs, research, and reading. Patrons of the Library also check out approximately 550,000 items annually. The Library provides room space for the City of Dubuque's City Council meetings and work sessions as well as meetings of City Boards and Commissions. The Library plays a strong role in contributing to an informed and engaged community.

Rich, Diverse Social Fabric - A seven-member Board of Trustees who are appointed by the Mayor and approved by the City Council governs the Carnegie-Stout Public Library. The Library Board appointed a 13-member long-range planning committee from the community at large, who in turn recommended the roles that the Library should focus on over the next five years.

The Library exists for the entire community and is accessible to all regardless of gender, race, religion, ethnicity, sexual gender orientation, or socio-economic status. It is the great equalizer as information is available to all at no charge. The Library's long-range community planning committee identified the need for greater cultural awareness. The Library has embraced this and a goal was made to raise cultural awareness by offering diversity in programming throughout the Library and in our day-to-day service. The public library is often the first place that newcomers to the community will visit and our registered borrowers number near 40,000 for Dubuque County.

Vital, Creative Economy - The Carnegie-Stout Public Library is an active partner in the Arts and Culture Community of Dubuque and is an involved member of the Dubuque Cultural Alliance. The celebration of the arts is a strong component in many programs at the Library. One example of this is the L. and M. O. P. (Lollipops and Music for Our Preschoolers) concerts that have been held on Saturday mornings for the past three years. This program introduces music and instruments to pre-school children in a variety of presentations. The Library also has an active Art Sub-Committee consisting of six members who are leaders and artists in the community. They plan arts and culture events which take place in the Library. The next event will take place in October of 2006 which is designated the month of Arts and Culture. This committee will host an arts symposium featuring artists of various mediums in art as well as exhibits.

Pleasing Environment - The Library building is 54,000 square feet, half of which was built in 1901 and the other half in 1981. Presently, 8,000 square feet of the space located in the historical building is not used for public service. The renovation plan for the Library will return this area to public space and the greatest change will take place in the historic side of the library. Of particular interest to our patrons is

the unique glass floor mezzanine and skylight that is planned for renovation. This area is currently not accessible to the public.

The Library has always provided a welcoming environment and space for all people in the community. This includes a reading room, study carrels, and work space. The Library is fully accessible to disabled users and will continue to be accessible in the renovated facility. This includes ample parking for disabled patrons visiting the Library.

Strong Foundation - Ninety-eight percent of responding citizens to a recent survey (+/- five percent confidence level) agreed that it was very important, or important “to have the Carnegie-Stout Library in [the] community.” A majority of citizens (63 percent) responding to a recent library survey believed the renovation project was “important [to the] Library’s ability to continue offering its current level of services as well as improving its service to the citizens of Dubuque.” For two years, the Dubuque City Council has made Library Renovation one of their top nine priorities.

Creative Culture - The Library has a rich history of creativity and innovation. Services are continually evolving to meet the needs of the community. In just the past two years library users have seen the introduction of wireless Internet access, circulating lap top computers, new information databases such as a live homework help service online, pricing for antiques, and a search system with the ability to search the Library’s entire catalog as well as several databases, outreach to preschools and daycare providers as more families have working parents, and downloadable audio. Library programs are not repeated, but are creatively planned for audience appeal and all programs are offered on a no-charge basis to all in the community.

PERFORMING ARTS CENTER - *“Build a state-of-the-art indoor and outdoor performing arts center to present the finest in music, opera, theater, dance, and educational presentations. The facility could be constructed at the Port of Dubuque with true concert hall acoustics designed to serve local organizations, plus major touring artists and theater attractions.”*

Current Successes – The Performing Arts Center (PAC) committee has been active in gathering information on the type of Performing Arts Center most suited to Dubuque. The committee has prepared a vision paper outlining the order of action needed to build a PAC and are sharing the outline with local arts organizations and the Dubuque Cultural Alliance.

The City Council made Arts and Culture a priority in 2003 and a task force was established to guide the city. The task force made four key recommendations including 1) apply for State designation as a Cultural Corridor (completed) 2) establish an Arts Commission (completed) 3) create an annual special project grant program for arts organizations (completed) and 4) create an annual operating grant program for arts organizations (completed). These efforts have brought new art forms to Dubuque including recent sold out performances of Cabaret and a new public art program at the Port of Dubuque.

Unique Sense of Place - The Dubuque Community has many cultural venues that have been well-preserved and are considered to be community treasures. Among these are the Five Flags Theater and Five Flags Arena and Grand Opera House. The Five Flags Theater, listed on the National Register of Historic Places, and the Grand Opera House, a Save America’s Treasures recipient, were built at or before the turn of the 20th century, and were created for vaudeville touring companies and performers. Both have undergone recent and significant restoration to return them to their grandeur. Dubuque Museum of Art (DMA) located into a new facility in 2001 and now houses the largest permanent collection of Grant Wood paintings. DMA has reached out to collaborate with Dubuque Cultural Alliance and the Warehouse District to host art venues includes Voices from the Warehouse District, a social justice art exhibit that has been attended by thousands.

Engaging Experiences - The Dubuque area provides tremendous opportunities to participate in the creative arts. There is the Dubuque Museum of Art and several smaller arts galleries, the Heartland Ballet,

several theatre companies, the Dubuque Chorale and other choral groups, the Dubuque Symphony Orchestra as well as the Dubuque Youth Symphony Orchestra and the Dubuque Youth String Ensemble, the Northeast Iowa School of Music (NISOM), a community band and a community string orchestra, the internationally acclaimed Colts Drum and Bugle Corps and youth chorale, and numerous public and private school opportunities.

Rich, Diverse Social Fabric – The PAC committee is made up of long-time residents committed to arts, educators, bankers, entrepreneurs new to the community and representatives from all major cultural attractions in Dubuque. All are excited and committed to increase the cultural offerings in the Dubuque region.

Vital, Creative Economy - Dubuque continues to recruit and retain world-class “knowledge workers” and those who are drawn to the amenities of larger urban areas to build our businesses and local economy. As we look to the future, it is important that our city be able to offer satisfying arts and cultural opportunities. A new Performing Arts Center will assure that this goal is realized.

Pleasing Environment – Dubuque has the schools, colleges, and strong medical facilities needed to be considered one of the best places to live in America. Dubuque was also one of the first 8 communities in Iowa to be selected as a Cultural Corridor by the State of Iowa. A first-class performing arts center, a signature building in the community, is the missing piece of the puzzle.

Strong Foundation – The 2002 Dubuque Comprehensive Plan states that: “CULTURAL ARTS GOALS must address the arts as an important aspect of our community's basic quality of life. The cultural arts not only enrich our experiences but educate us about the world we live in. The diversity of the world as represented through the cultural arts is one way to share the culture and knowledge of different peoples and places. The freedom and opportunity to create and explore the cultural arts should not be understated or ignored”.

Creative Culture – Artistic venues in Dubuque have increased exponentially. The Dubuque Museum of Art is branching out with off-site events entitled Art after Hours to engage young professionals. The Dubuque Symphony has expanded their repertoire to include an opera as part of their seasonal programming. The Symphony also collaborates with Dubuque Ballet and the Youth Orchestra for annual performances. Five Flags and Grand Opera House have partnered to provide rehearsal and performance stage during each others renovation and now collaborate on community theater venues. All these art venues collaborated with downtown businesses and the Convention and Visitors Bureau to create a Winter Arts Festival.

BI-LINGUAL CURRICULUM & INTERGRATED WALKING/BIKING/HIKING TRAIL SYSTEM

Bilingual Education Curriculum: Partner with local teachers, parents and university faculty to develop, establish and integrate an education curriculum of foreign language from early childhood through high school. Encourage every child in Dubuque to speak two languages upon high school graduation. Better prepare our future workforce and attract businesses to the area.

Integrated Walking/Biking/Hiking Trail System: Create an integrated trail system throughout the Dubuque and Asbury communities to encourage recreation and wellness. Connect all of the trail systems to the Port of Dubuque Riverwalk, Heritage Trail, E.B. Lyons and Mines of Spain. Develop safe, paved trails, with a corresponding website and maps, plus restrooms, benches and bike racks.

This Great Place will partner with the local education system and institutions of higher learning to create a multi-lingual curriculum for visitors to the Welcome Center, the National Mississippi River Museum and Aquarium, the Dubuque Museum of Art, the Grand River Center and the Five Flags Center. The

second piece to this Great Place is the creation of bi-lingual interpretive signs along the 26-mile hike/bike trail system throughout the city of Dubuque.

Current Successes – The National Mississippi River Museum and Aquarium has an audio wand system available for visitor use. The next step will be to expand this system to include other languages. The city of Dubuque has a 26-mile trail system. Directional and Interpretive signs in English are currently in place along the trail system. These signs will be expanded to include Spanish.

Unique Sense of Place – Iowa is the most ecologically altered State in the United States having lost most of its prairie and wetlands to agriculture and other uses. However, this diversity remains in Dubuque. Our 26-mile trail system weaves through open fields, along restored wetlands, over pre-archeological mounds, in urban corridors and next to the mighty Mississippi, the 3rd largest river in the world. All along the trail signs provide key point of interest from information about a working harbor to the famous floods that have ravaged our city. Our trails tell a story.

Engaging Experiences - Dubuque has several paved, off-road trails along its riverfront that are ideal for families with children. The City has two outdoor swimming pools with zero-depth and toddler areas, diving boards, slides, and water playgrounds. Dubuque has accessible fishing areas, a skate park, an outdoor rink for in-line skating and hockey, and an indoor ice rink -- in addition to numerous parks with playgrounds and sports facilities for children of all ages. In Downtown Dubuque, one can enjoy rides on trolleys, horse-drawn carriages, and the shortest, steepest cable car in the world. Sightseeing riverboat rides are offered daily. Dubuque is a city of festivals, from arts and crafts to catfish and bald eagles to dragon boat races.

Rich, Diverse Social Fabric – The city works closely with many partners including Dubuque County, EB Lyons Preserve, Friends of the Mines of Space, the IDNR, Dubuque County Historical Society, neighborhood associations and scouts. All who have helped design, located and fund the 26-mile and growing trail system.

Vital, Creative Economy - The City Council has proactively invested in Dubuque's future through neighborhood reinvestment, downtown redevelopment, riverfront development, creation of industrial parks, community beautification, and utility modernization and extensions. Each new industrial park development includes a park and/or trail component. Examples include the Bergfeld Recreation area, a park, fishing pond and trail located in Dubuque Industrial Center West, a hiking trail at Technology Park and the Jaycees trail along the river at Kerper Boulevard Industrial Park.

Pleasant Environment – Situated in a beautiful, natural location along the Mississippi River, Dubuque is distinctive because of its steep hills and river bluffs – geographic features that many people don't expect to find in Iowa. Scenic beauty and recreational opportunities are abundant in the Dubuque area. A thriving economy peacefully co-exists with a clean environment and short commutes between home and office.

Strong Foundation – The 2002 Dubuque Comprehensive Plan states that “Transportation goals must address a safe, efficient and aesthetically appealing transportation system, which is essential to tie the community together and to link the community to the region.” One transportation goal related to hike/bike trails is to establish improved hike and bike routes in the city to encourage alternative modes of transportation. The City has leverage nearly \$2.6 million in federal and state grants to plan, design, and construct over 21 miles of on-street and off-road trails along the riverfront and through the City since 1995. These trails connect to Dubuque County's 26-mile long Heritage Trail.

Creative Culture – The Iowa 32 Bike/ Hike Trail project provides construction of approximately 4.7 miles of a physically separated bike and pedestrian trail along Iowa 32, from U.S. 20 to U.S. 52 and the planned extension of the Dubuque Heritage Trail. The Iowa 32 Bike/ Hike Trail project will provide numerous opportunities for recreational uses, including hiking, biking, jogging, picnicking, fishing, and overall fitness for trail users. The trail also provides access to other recreational facilities at City parks and

recreational facilities. Direct access will be provided to Marshall Park and the Dubuque Arboretum and Botanical Gardens. Here trail users can enjoy play equipment, picnic areas, a band shell for outdoor concerts, rest rooms, a visitor's center, drinking fountains, benches, gazebos, and walking trails leading to water, herb, and shade gardens. Trail users also will be able to reach the Dubuque Soccer Complex, where rest rooms, drinking fountains, play equipment, concessions and, of course, soccer fields, are provided.

PASSENGER RAIL SERVICE – *Develop a passenger train service for business and pleasure travel to out-of-town accommodations, meeting/convention, attractions or cultural events. Explore trains with fine dining and entertainment options to areas such as Chicago. Make it easier for tourists to visit our community via rail.*

Current Successes – The Illinois Legislature has made rail service to Galena their #1 priority. Amtrak is committed to a feasibility study for the Chicago–Galena-Dubuque route and consultants have performed a site visit to Dubuque. Anticipated cost is \$10,000 as Amtrak will do much of the work in-house.

Unique Sense of Place - The missing link between Dubuque's fascinating past, and promising future could very well be the renewal of passenger train service. Dubuque was one of the major rail crossings of the Mississippi River for over a century. Since the last passenger train stopped running in 1981, there has been a growing need for train service, particularly in the past few years when a major tourist and convention development has blossomed on the riverfront. Part of that development was the remodeling of the passenger train depot at the nationally-recognized National Mississippi River Museum & Aquarium, readying it for the eventual return of the train.

Engaging Experiences – The National Mississippi River Museum & Aquarium restored the historic Burlington Northern train depot as part of America's River Phase I. In 2003 thousands of residents and tourists came through the depot as part of the Regional Grand Excursion Celebration – a re-creation of passenger rail service along the Avenue of the Saints. Visitors to the Museum & Aquarium watch the trains with delight as the engines chug past the depot. The depot is also popular with train spotters who take photos of the trains, depot and the Dubuque Junction sign.

Rich, Diverse Social Fabric – Trains helped to build our nation. The tracks stitched together developing communities, allowing culture, goods and people to move easily from place to place. Service between Dubuque, Galena and Chicago will ease the flow of culture and bring new visitors and ideas to the area.

Vital, Creative Economy – Rail service from Dubuque to Chicago will boost the economy. Heritage tourists love the excitement and history behind train travel. Four in ten historic/culture trips are taken by Baby Boomer households (age 35-54), with one third of these households having an annual income of \$75,000 or more. People who live in or visit Chicago but may not have a car will have the option of visiting Dubuque and patronizing local venues, restaurants and hotels.

Pleasing Environment – A rail passenger depot dovetails perfectly with the overall riverfront and downtown environment, as it is located in the center of all major activity. A passenger train is an exceptionally non-polluting alternative to automobile traffic and allows for a relaxing trip with spectacular views. In addition to the standard environmental efforts to keep and improve the area, Dubuque's National Mississippi River Museum & Aquarium is an attraction and living classroom for riverine protection for the whole Mississippi River watershed. One of the local colleges, the University of Dubuque, has an exemplary department of Environmental Science that collaborates with the National Mississippi River Museum & Aquarium.

Strong Foundation – Visitors coming to Dubuque by train have immediate access to bike/hike trails which have been recently built or upgraded to provide a handy and environmentally-friendly means to get about the community. Other easy access modes of transportation include privately-operated motorized trolleys; private cab, bus and limo services; and public municipal buses as one would expect in a modern Midwestern city. Passenger train patrons coming to Dubuque by rail may choose to return to Chicago by

scheduled airline. Highway 20 west of Dubuque has been four-lanes for many years, and during the past decade, highways to Madison, Milwaukee, St. Paul/Minneapolis, Davenport and Cedar Rapids have been expanded to four-lanes, making access to Dubuque's train depot even more reasonable for people in all of Eastern Iowa and Southwestern Wisconsin.

Creative Culture – Preservation of our past in one of the key elements of a creative culture. The Museum has already invested \$1.3 million in restoring the depot. It is filled every day with eager museum visitors. With rail service, this depot can be filled with curious creative travelers, arriving at this riverfront city by train as their ancestors did 150 years ago. Passenger rail service can be an important part of transforming the old industrial riverfront into a vibrant and exciting area for tourism and conventions. The train would also allow the creative class who live in Dubuque to have easy access to the lifestyle and entertainment choices available in Chicago, aiding in retention of this sought after pool of employees.

WAREHOUSE DISTRICT – *Identify a warehouse district by converting buildings into multi-use structures containing businesses, restaurants, shops and residences. Develop a registry of defining buildings in the district and include information regarding ownership, past usage, present status and structural integrity. Encourage investment by potential developers.*

Current Successes – The Warehouse District has several successes under its belt including the popular Voices from the Warehouse District which also hosts an Art after Hours. Several “models” of mixed use office renovations have been completed. Architectural renderings have been completed for some buildings for one floor of the warehouse space. Consultants are being interviewed for a pilot project in partnership with the City. The consultants will look at feasibility of historic building codes and challenges to redevelopment to assist the City in removing these barriers. EDA is working with city staff on a grant request to do perform urban planning for the District. The University of Iowa Master’s program is looking to collaborate with the City on identifying the public infrastructure needed to support Warehouse District development and the associated costs of these improvements.

Unique Sense of Place - The Warehouse District or “Millworking District” is downtown Dubuque’s latest endeavor in establishing a number of great places. Dubuque was once the largest producer of millwork in the country, and it is time to preserve these unique, but challenging structures. This 28-building industrial complex comprises the core buildings of two giant Dubuque millwork companies, Carr-Adams-Rider and Farley-Loetscher. The district also comprises the only intact cluster of major industrial buildings in Dubuque. The massive buildings are without doubt the largest Iowa examples of their era in Iowa and their structural design is a worthy subject of extensive investigation and documentation, as noted in an Iowa Site Inventory Form. Brick streets and still-functioning railroad spurs add key distinctive features to the district. The buildings along the railroad spurs have massive metal-covered awnings and elevated loading docks. Catwalks connect many of the buildings and the remnants of catwalks are to be found on the Farley-Loetscher Company buildings.

It is time to expand on the cool space started in selected structures for more appropriate 21st century uses. The preservation and restoration of these large structures provides many opportunities downtown, particularly owner-occupied residential space. The warehouse district provides open floor plans for major/large space development, which can be difficult to find in more traditional downtown buildings.

Engaging Experiences - Many interested citizens, property owners, and investors are meeting monthly and see the potential for this area as a “clearinghouse hub” for a myriad of cultural activities and “places.” Right now the vibrantly successful Voice of the Warehouse District art show, a Peace Day multicultural celebration, a Karl Marx theater production, and more events have drawn and engaged people to this area in an ad-hoc type style. The buildings in this area are not only architecturally significant, but tell the story of industrial and historical Dubuque. New York City has its SoHo; this is our “SoHo”.

Rich, Diverse Social Fabric - As the Warehouse District continues to develop and reinvent itself, the additional pedestrian traffic will result from the development of these warehouses as they are transformed

into cool, upper-story apartments and loft condos. The conception of the entertainment “quad” at the key corner of the former Caradco four-warehouse complex is being designed to maximize reuse of this space across a diverse segment of interests and tastes.

Vital, Creative Economy – Included in the Warehouse District is Jeld-Wen Wood Fiber manufacturing; Dubuque Sash & Door, a custom restoration producer; Hometiques on 9th, an interior design service and retail outlet; Phoenix Fitness; Mission Creative ad agency; a music school; Rettenmeier Flooring, and several more dynamic businesses. The businesses represent quite a diversity of interests. Results from the Millworking District committee meetings stressed a desire to include large core business, as well as retail specialty shops, restaurants and nightspots.

Pleasant Environment - Perhaps the most unique environmental enhancement is at the warehouse earmarked for the major residential element is a major third-floor, roof common green space of over 50,000 square feet with views of the bluffs and Dubuque itself, as well as Illinois & Wisconsin . . . all in an urban setting. Once again, unlike so many downtown rehab projects that present costly ADA challenges, these wide open warehouse spaces can easily be developed to maximize accessibility. From dilapidated buildings to our start of the most unique district in Dubuque, the process of making the Warehouse District all-citizen friendly is off to a great start.

Strong Foundation - We have large paved streets, railroad tracks through the middle of one main street and large, historic warehouses with exceptional city and river views. Large brick structures, the opportunity for a continuation of the bike trail, and flexibility galore are assets already in place as we begin redevelopment of this space/place. A wide variety of representatives across interest lines are meeting regularly to make this a reality, and this group includes city representatives, who will play a key role in the important and needed updates in the infrastructure/utilities in this emerging area.

Creative Culture - The task force overseeing the emergence of the Millwork district would argue there may not be a more representative “place” directed at the Creative Culture. This district is getting its start with very edgy arts projects, as listed previously. It is not only “supported by creative entrepreneurs,” they are the driving force behind the project along with support from the community. Ten years ago there were those who would see this concept as too creative for Dubuque, Iowa; but today the community sees the Millwork district as the best opportunity to set our community apart as the coolest little city in the Midwest.

MENTAL HEALTH SUBSTANCE ABUSE SERVICES – *Enhance and strengthen in- and out-patient mental health and substance abuse services, including children with ADHD and autism. Advocate for an improved system of funding for mental health and substance abuse services for all in need. Expand support service for children with ADHD to become a year-round continuum of care.*

Current Successes – A local community mental health organization ceased to provide outpatient and community support services for persons with chronic mental illness on March 3, 2006. Fortunately for the Dubuque community, Hillcrest Family Services was able to step in and provide a seamless transition for the majority of services previously provided by the Gannon Center. This transition occurred in less than a two week period from the date that the Gannon Center announced they were going to close.

Unique Sense of Place – Hillcrest Family Services had been working closely with the United Way Services of Dubuque to try to secure a location for a new center that would provide outpatient and community support services but would have even more active recovery services aimed at providing practical social skills, improving interpersonal relationship skills and employment related skills for persons with chronic mental illness. The location selected is at the United Way facility and is ideal because it is in the center of the downtown district and is within a few blocks of important social services, workforce development services, the community college, governmental services, and is easily accessible by public transportation. It is a quality facility that does not enhance the stigma of mental illness.

Engaging Experiences – What is vitally important about this new Recovery Center is that it will be a service that the consumers will have a major role in developing the programs content, policies, procedures, daily operations and in the design of the center. This Center is being actively requested by consumers in order for them to be able to learn, socialize and support each other. The center will have a full program of rehabilitative courses that will focus on communication skills, conflict resolution, problem solving, social skills, interpersonal relationships and employment related skills. It will provide them an opportunity to expand their knowledge within a center that is integrated into the business community. This will allow the consumers to not only be feel as active members of the community but to perceived that way by the general public.

Rich, Diverse Social Fabric – One of the main ingredients of this Recovery Center will be social interaction. Regular social interaction is a key component of the recovery and rehabilitation of persons with chronic mental illness. The consumers have been clamoring since the closing of the Horizon Center for a location for them to be able to socialize with friends and to interact with caring professionals. The model that most consumers have identified as idea is Will Bill's Coffee Shop at the University of Iowa. Since it will be run by consumers it will be more inviting to them and give them a sense of ownership. The Center, like Wild Bill's, will open its doors to the general community in the form of a coffee shop

Twenty-five people per day will use the center for its services and it will be open for the public for a coffee house. _Mental illness affects 5% of our population and it knows no economic, racial, social, religious, or ethnic boundaries. The consumers of this service will be representative of the diversity present in the Dubuque community.

Vital, Creative Economy – The Recovery Center will focus on proving a social meeting location for clients with Mental Illness. It will be the start of opportunities for learning new communication skills, conflict resolution, problem-solving skills, interpersonal relationships and the beginning of employment related skills. The Recovery Center will help users regain membership in society. In addition, work plays a vital role in the recovery model and the planned Coffee Shop will provide a model of work success that can be duplicated. Clients and parents will serve on an over-site board to provide direction to the Recovery Center. This empowers the clients and the family to take charge of their own recovery. This enterprise is another start in helping to end discrimination for people with the disability of mental illness.

Pleasing Environment – The United Way Services building located on Main Street in downtown Dubuque is the proposed location for the Recovery Center. United Way has leased approximately 12,000 square feet of the building to Hillcrest Family Services since January 2002. Hillcrest Family Services uses the building for its Women's Health Clinic, WIC Program, Maternal Health Program, Tobacco Cessation Program, Abstinence Program, Homeless Outreach Program, and the Hillcrest Supported Living Program. This location has brought a first class feel to these services and it will do the same for the Recovery Center. Consumers already use the services of Hillcrest Family Services and thus it will be easy for them to accept the Recovery Center in the same location.

Strong Foundation – The remodeling costs for this project were \$70,000 with the inclusion of a fully functional commercial training kitchen, but since training alternatives for food service are available elsewhere in the community, the remodeling can be completed for \$50,000. Operating funds for this recovery center will come through a variety of sources options including: Dubuque County Mental Health funds,; Title XIX funds; in-kind support from Hillcrest Family Services, NAMI, and the Dubuque Mental Health Association.

The Recovery Center is a desire of consumers and advocates like the Dubuque Mental Health Association and the National Alliance for the Mentally Ill chapter in Dubuque. The staff of Hillcrest Family Services has been echoing the desire of the consumers for this service. The board of United Way Services has supported the request of the United Way Director to facilitate this planning project. All parties have come together to craft this project. This is a major priority of the National Alliance for the Mentally Ill and they

plan to be an active participant upon completion of the remodeling to insure that this center is consumer driven.

Creative Culture - The United Way space is a former restaurant that is in a one story brick building on the renovated Main Street district in Dubuque. This location is adjacent to the area where many public celebrations and events are held throughout the Spring, Summer, and Fall. It is a truly engaging location that will encourage consumers more consumers to participate,

COMMUNITY-WIDE WIRELESS – *Make Dubuque a “wireless city by creating community-wide wireless accessibility to in the Internet, available to residents, businesses, law enforcement, governments and visitors. Encourage economic growth, attract businesses and retain young people, provide technology tools to fire and police for greater safety.*

Part 3 - Timeline for Implementation and State Partnerships

“What is now proved was once only imagined”

William Blake

Tri-State Community Health Center – Iowa Great Places funding will be dedicated to the completion of the common area (pre-admission space), expansion of the dental area and the creation of parking for patrons.

Timeline for completion: March 2007

State agencies that would be potential partners include: Iowa Department of Public Health, Iowa Department of Economic Development, Human Rights, Cultural Affairs, Iowa Department of Public Health.

America’s River Phase II – This project involves the construction of the Great Rivers Interpretive and Research Center.

Timeline for completion: September 2009

State agencies that would be potential partners in this project include: Iowa Department of Cultural Affairs, Iowa Department of Economic Development, Vision Iowa, CAT, Iowa Department of Tourism, , Iowa Department of Transportation, Iowa Film Office, Iowa Arts Council, Iowa Department of Public Health, Department of Natural Resources, Soil Conservation Division, State Historic Preservation Office, Iowa Public Television, State Library of Iowa, Veterans Affairs, Development Disabilities Council, Elder Affairs.

Library Renovation - Iowa Great Places funding will be used for restoration of the glass floor mezzanine and skylight.

Timeline for completion: September 2008

State agencies that would be potential partners in this project include: State Library of Iowa, State Historical Society of Iowa, Iowa Department of Cultural Affairs, Iowa Department of Education.

Performing Arts Center – Iowa Great Places funding will be used for an economic feasibility study to determine the “right-size” of such a facility for Dubuque.

Timeline for completion of feasibility study: June 2007

Timeline for completion: 2010* **subject to feasibility study*

State agencies that would be potential partners in this project include: Iowa Department of Cultural Affairs, Iowa Department of Economic Development, Iowa Department of Tourism, and Iowa Arts Council.

Bi-lingual curriculum and Integrated walking/biking/hiking trail system –Iowa Great Places funding will be used for the development, design and production of the bi-lingual curriculum and signage.

Timeline for completion: May 2008

State agencies that would be potential partners in this project include: Iowa Department of Natural Resources, Iowa Department of Economic Development, Iowa Department of Transportation, Iowa Department of Education, Iowa Department of Cultural Affairs, and Iowa Department of Tourism.

Passenger Rail Service – This project involves the creation of Passenger Rail Service from Dubuque, through Galena, Illinois to Chicago. Iowa Great Places funding will be used for the creation of Architectural Renderings to design the Railroad depot that will be located in Dubuque.

Timeline for completion of renderings: May 2007

Timeline for completion: 2009* **subject to feasibility study*

State agencies that would be potential partners in this project include: Iowa Department of Transportation, Iowa Department of Economic Development, Iowa Department of Natural Resources, State Historic Preservation Office.

Warehouse District – Iowa Great Places funding will be used for funding will be used for an economic feasibility study to determine the right mixed-used development configuration, the public improvements needed to support the district and the cost for full build-out.

Timeline for completion of feasibility study: May 2007

Timeline for completion: 2010* **subject to feasibility study*

State agencies that would be potential partners in this project include: Iowa Department of Economic Development, Iowa Department of Transportation, Iowa Department of Cultural Affairs, State Historic Preservation Office, Development Disabilities Council, Iowa Arts Council, Iowa Finance Authority.

Mental Health Substance Abuse Services –Iowa Great Places Funding will be used to create the Recovery Center. A center for those struggling with Mental Health who need outpatient and community support services for recovery.

Timeline for completion: June 2007

State agencies that would be potential partners in this project include: Iowa Department of Public Health, Development Disabilities Council, Iowa Human Rights.

Community-wide Wireless – While this project does involve physical infrastructure, the city is working with local partners to implement this vision and begun to commit funding for this infrastructure. However, State agencies that would be potential partners in this project include: Iowa Department of Economic Development, Iowa Department of Transportation, Municipal Utilities of Iowa and Iowa Department of Tourism.

“Change is inevitable, transformation is optional.”

Juan C. Moreno

Part 5 - Budget

Description	State Funds	Local Match
Community Health Center	\$200,000	\$ 890,000*
Library Renovation	\$250,000	\$ 1,514,899*
America's River II	\$250,000	\$ 7,750,000*
Performing Arts Center	\$ 25,000	
Bi-lingual Curriculum &		
Hike/bike trails	\$ 50,000	\$ 34,000*
Passenger Rail	\$ 25,000	\$ 10,000*
Warehouse District	\$ 50,000	\$ 150,000**
Mental Health	\$ 50,000	
Wireless	\$ 0	\$ 1,025,000*
Total	\$ 900,000	\$11,373,899

**Local match is assured through resolution, previous budget commitment or by development agreement*

***Includes local match and anticipated federal grant*

Part 6 – Partners

The following organizations have submitted a resolution or letter of support for the City of Dubuque Iowa Great Application for funding for the Envision 2010 Projects:

City of Dubuque
Dubuque County
Dubuque Metropolitan Area Transit System (DMATS)
Dubuque Racing Association (DRA)
Dubuque Area Chamber of Commerce
Dubuque Convention and Visitors Bureau
Dubuque Main Street (DMA)
Dubuque County Historical Society (DCHS)
Dubuque Community School District (DCSD)
East Central Intergovernmental Association (ECIA)
Community Health Center
Library Board of Directors
Greater Dubuque Development Corporation (GDDC)